

EXHIBIT 303

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION

From: Antoinette Pedroza
Sent: Tuesday, April 07, 2009 8:24 AM
To: Jeff Vijungco
Cc: Karen Prince; Antoinette Pedroza
Subject: FW: Updated TA All Hands slides
Attachments: TA-AllHands-Q1FY09-FINAL.pptx

Importance: High

Jeff,

This is the final deck for the meeting this morning.

This e-mail may contain confidential information. If you are not the intended recipient (or have received this e-mail in error) please notify the sender immediately and destroy this e-mail. Any unauthorized copying, disclosure or distribution of the material in this e-mail is strictly forbidden.

Antoinette Pedroza
Talent Coordinator - Executive Search
Adobe Systems, Incorporated
151 Almaden Boulevard
San Jose, CA 95110-2704 USA
408-536-6364 Direct
408-472-9714 Cell
408.537-4519 FAX
apedroza@adobe.com

From: Karen Prince
Sent: Monday, April 06, 2009 5:43 PM
To: Jeff Vijungco; Peppi Nitta; Kim Hoffman; Stuart Rowland
Cc: Antoinette Pedroza
Subject: Updated TA All Hands slides
Importance: High

Hi, Everyone,

I fixed up the Candidate/Hiring Manager slides, so that they are hopefully easier to explain. Please take a look and let me know if you want any changes before tomorrow morning.

Stu....no changes to any of your slides in this version.

Antoinette...please use this file in the room tomorrow.

Thanks!
Karen



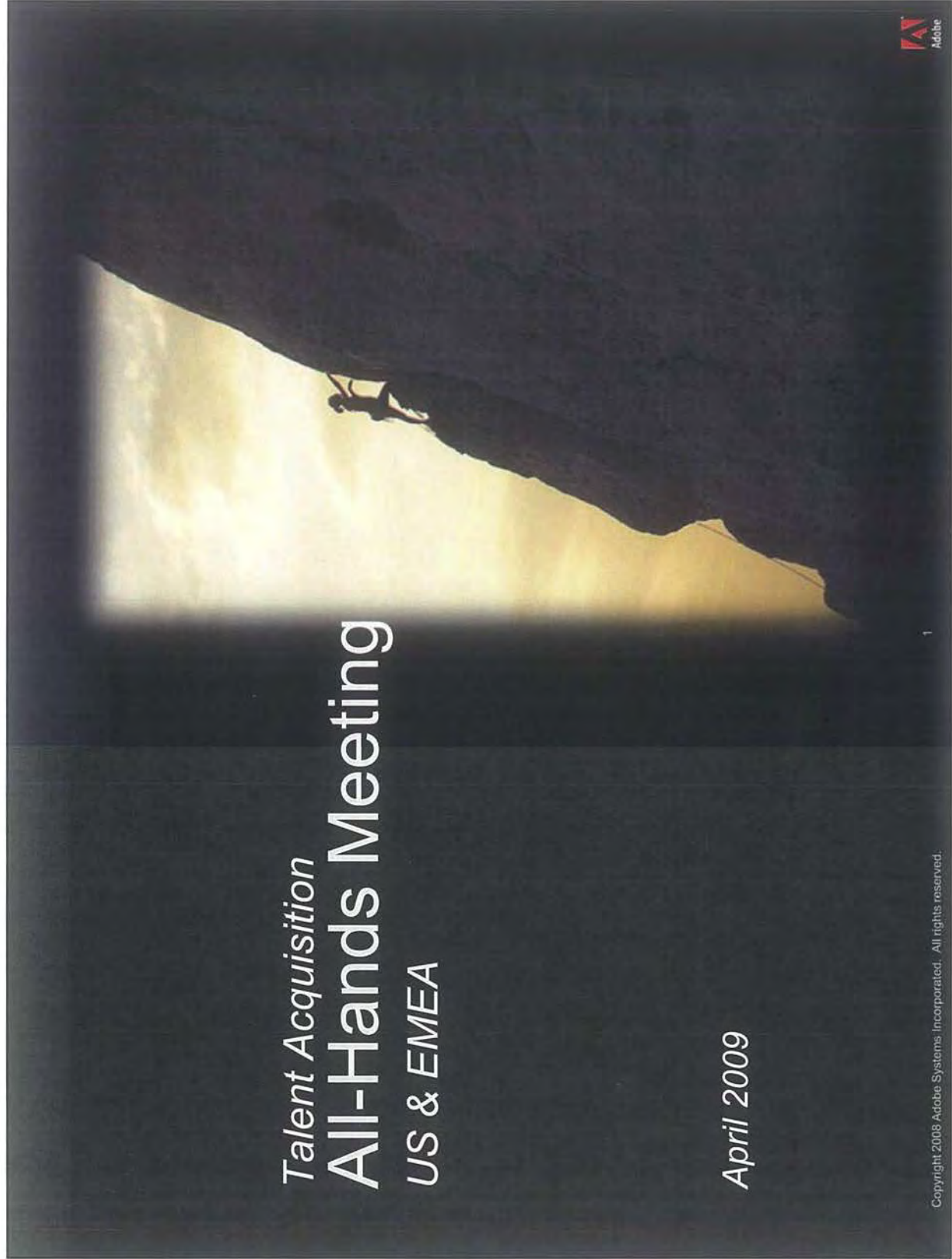
303.1

Adobe_052404
Confidential

If you are a North America-based Adobe employee and have an HR-related question, you now have a centralized resource to help you find the answer. Contact the HR Information Center (HRIC) at x6-HELP (4357), and follow the prompts, or email them at hric@adobe.com.

Karen Prince (formerly Ota)
Manager, WW Talent Operations
Human Resources
Adobe Systems Incorporated
345 Park Avenue, M/S-A11
San Jose, California 95110-2704
408.536.3219

This e-mail may contain confidential information. If you are not the intended recipient (or have received this e-mail in error) please notify the sender immediately and destroy this e-mail. Any unauthorized copying, disclosure or distribution of the material in this e-mail is strictly forbidden.



303.3

Agenda

Welcome	Jeff and Donna	9:00 – 9:10 am
Q1 Global Overview	Jeff	9:10 – 9:30 am
Q1 EMEA Overview	Stuart	9:30 – 9:40 am
Q1 Candidate & Hiring Manager Experience Survey Results	Kim and Peppi	9:40 – 10:00 am
Taleo Update	Karen and Natalie	10:00 – 10:15 am
Q1 Talent Acquisition Excellence Award	Kim and Peppi	10:00 – 10:15 am
Talent Trends	Jeff	10:15 – 11:00am

Q1-FY09 Overview

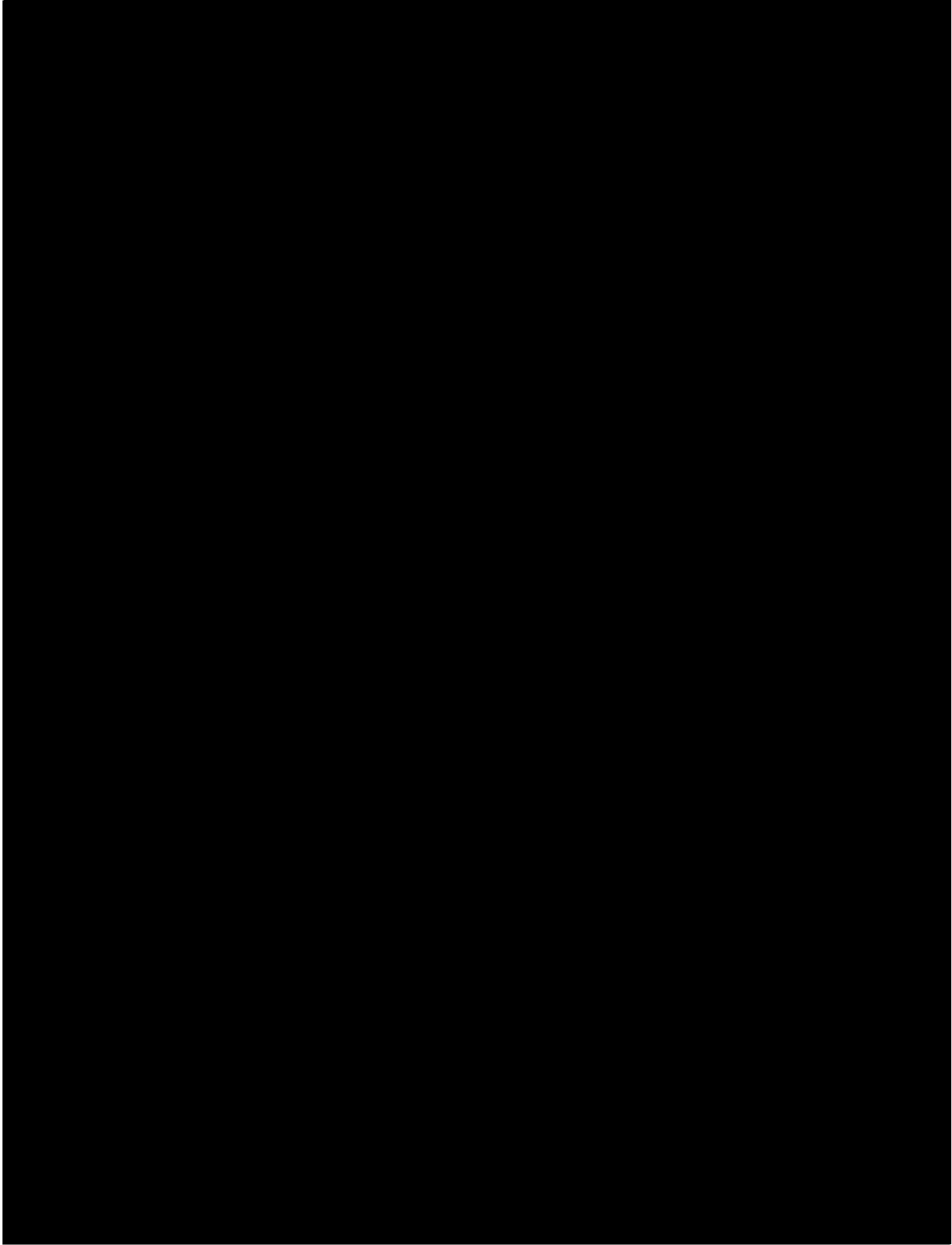


Copyright 2008 Adobe Systems Incorporated. All rights reserved.

3

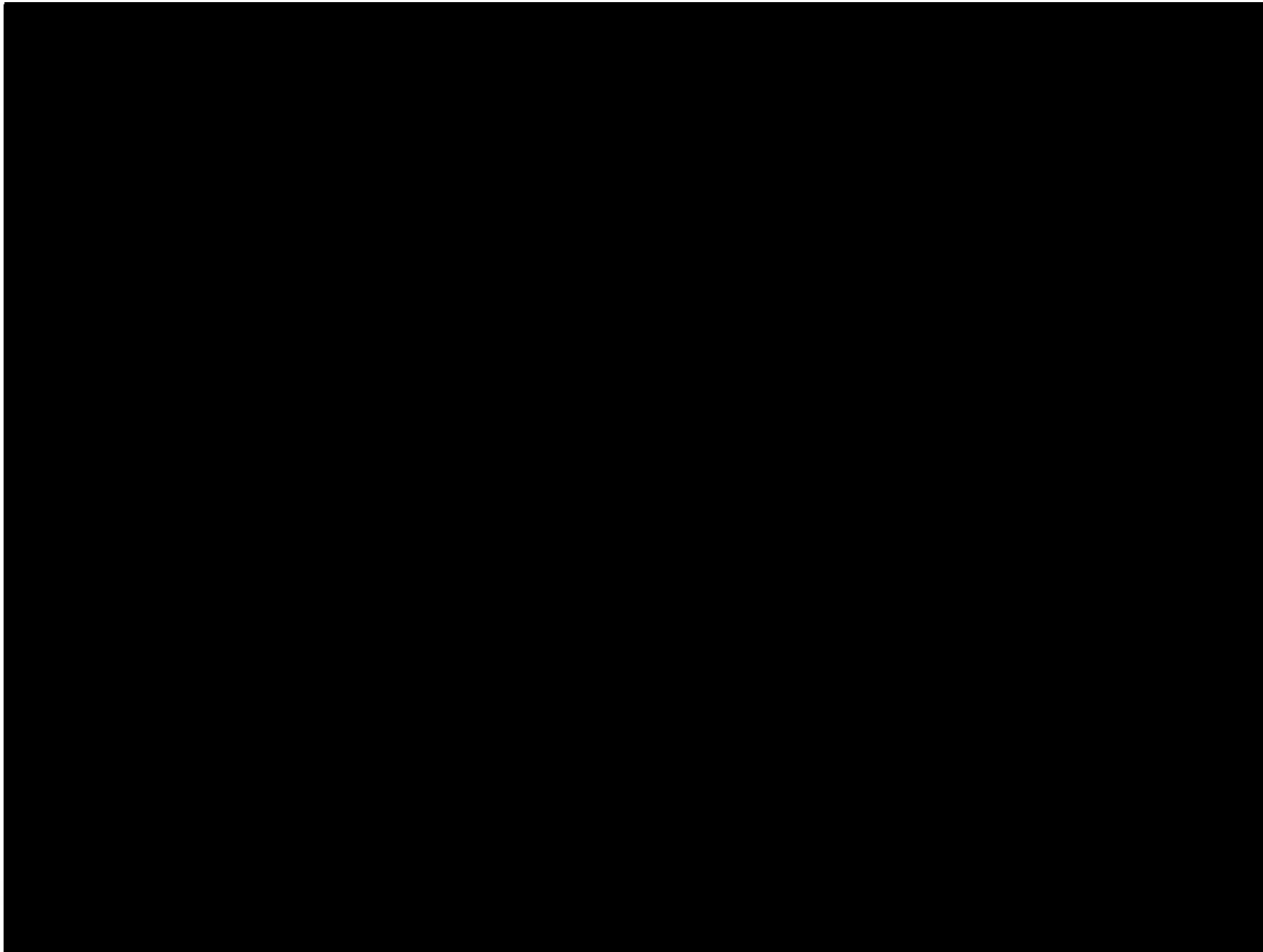
Adobe

303.5

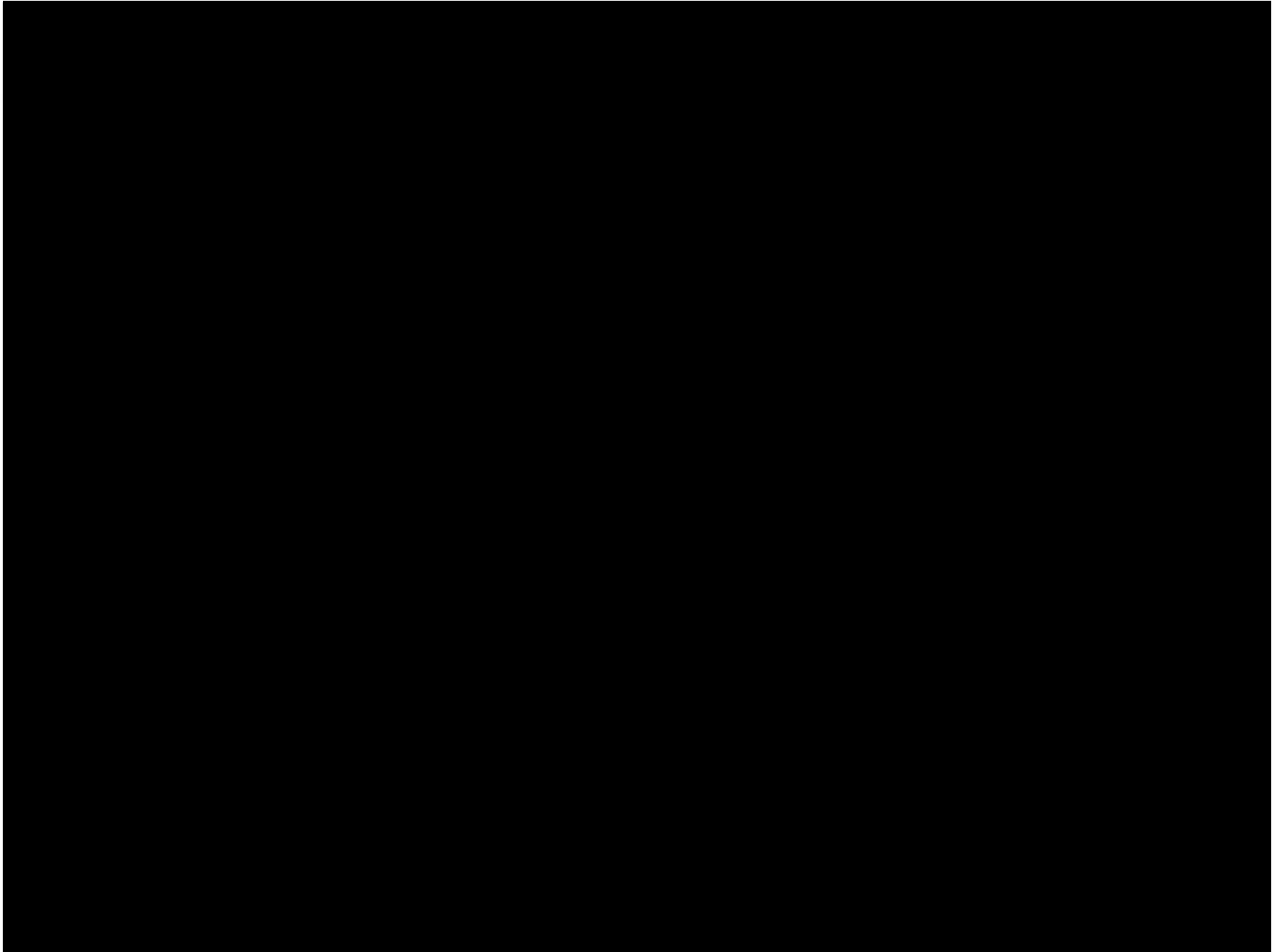


303.6

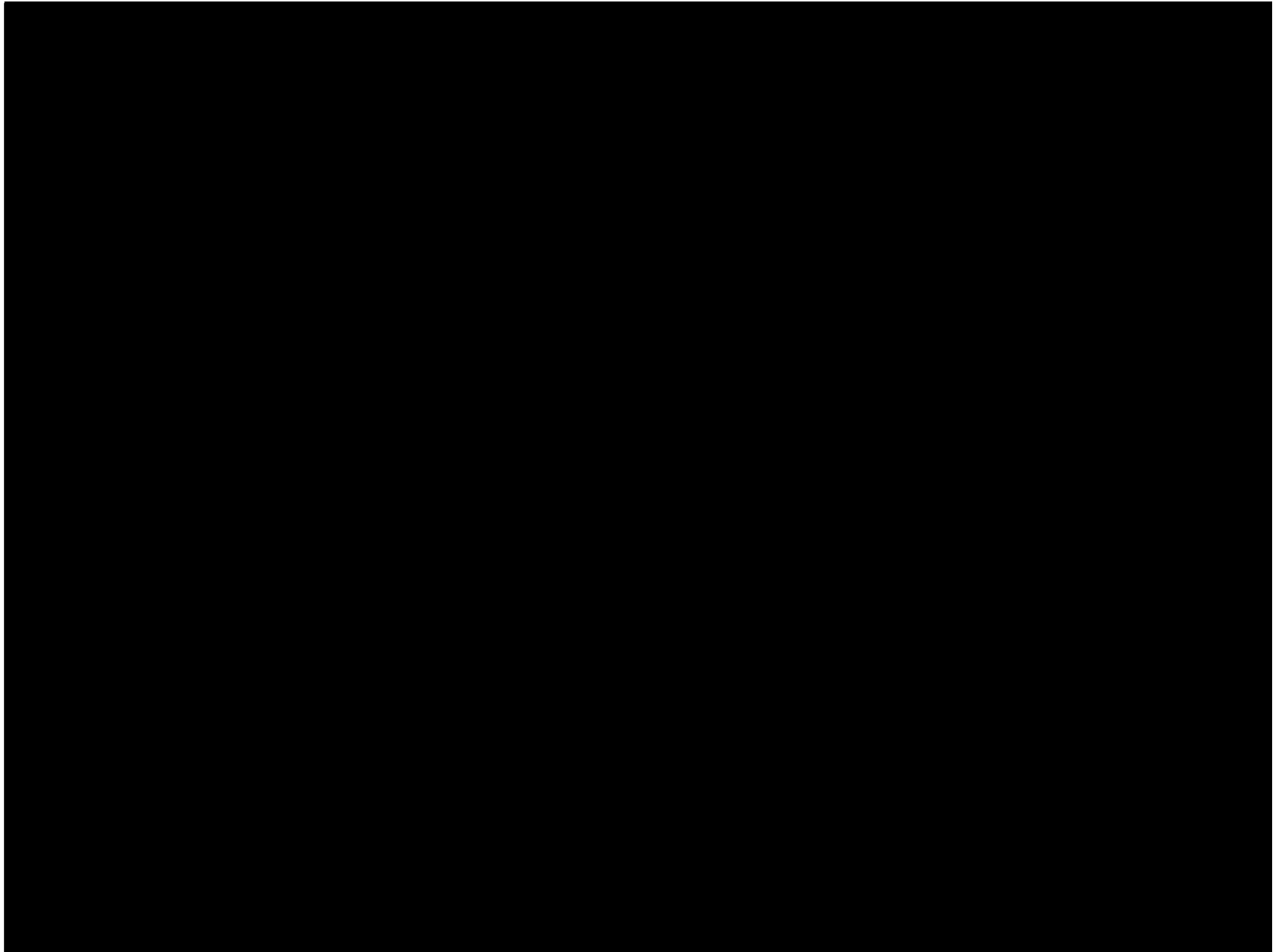
10/3/2012



303.7

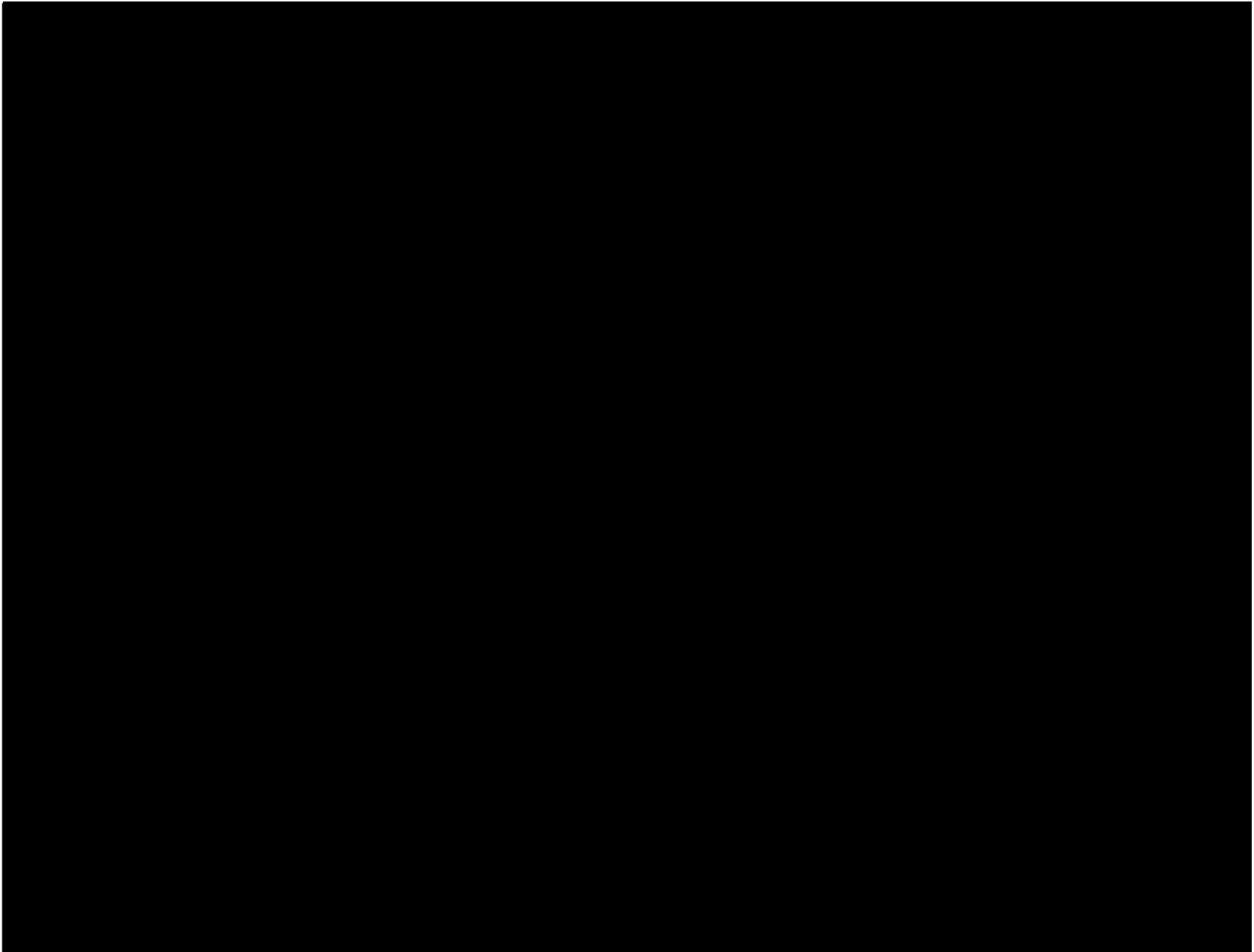


303.8



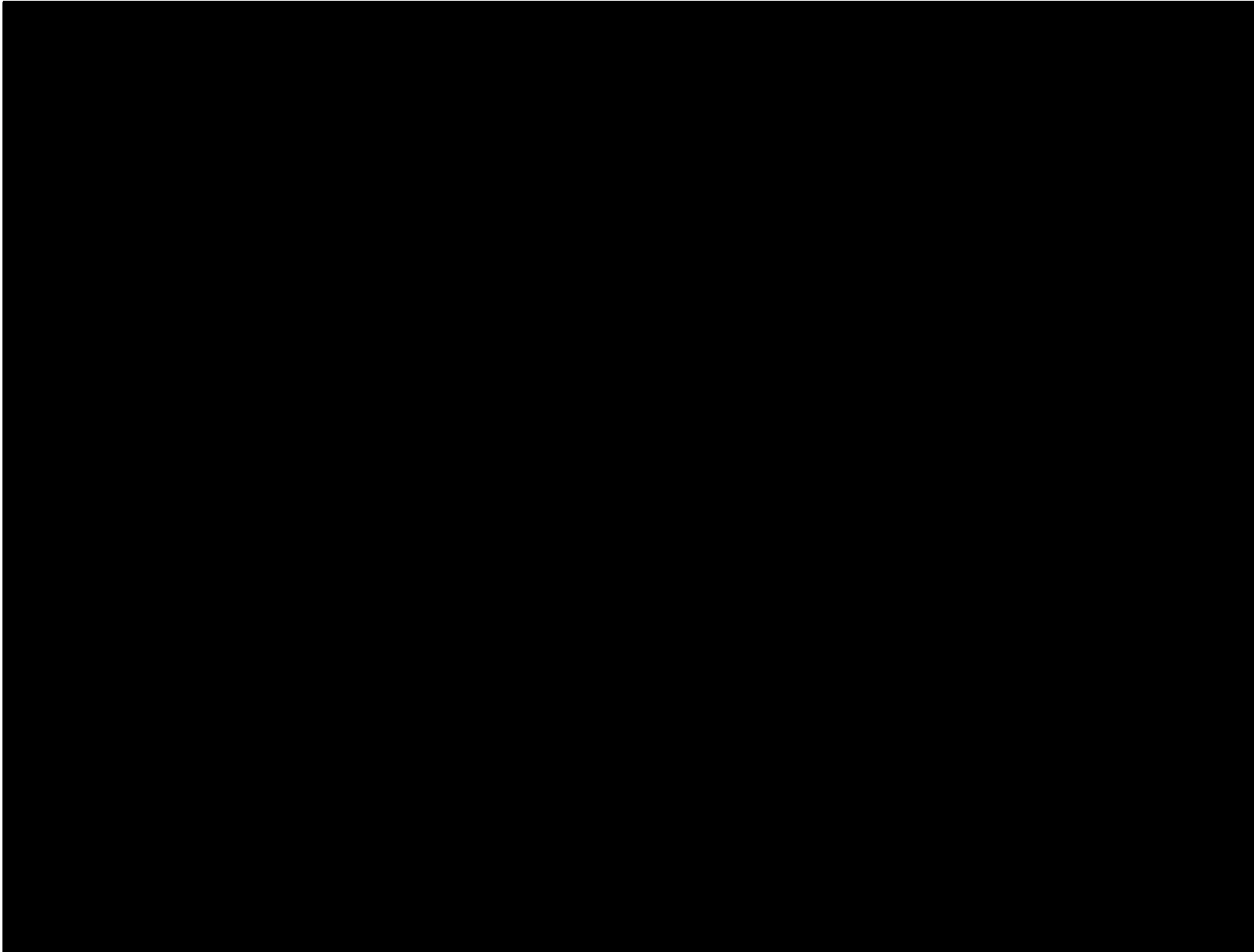
303.9

10/3/2012



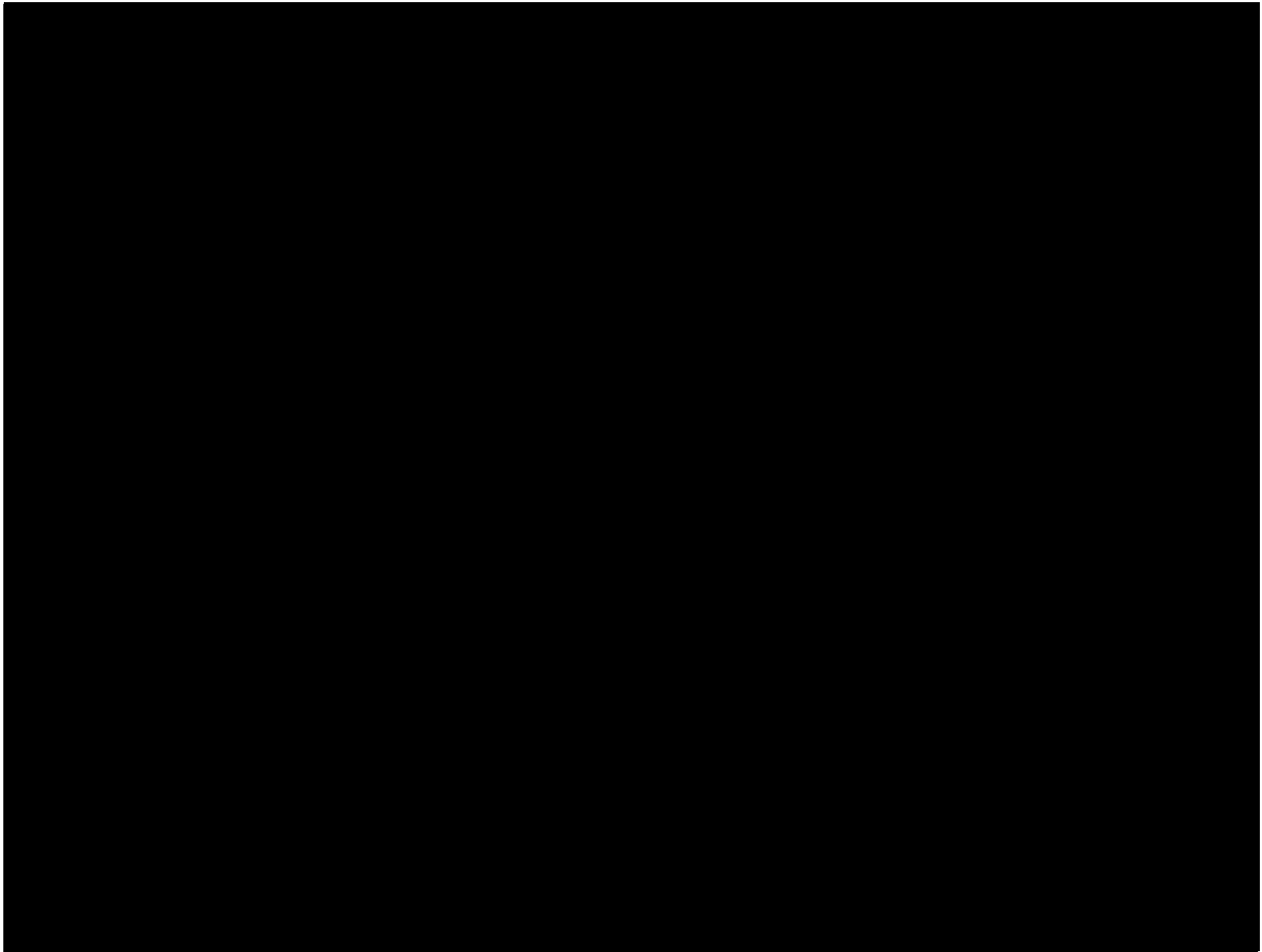
303.10

10/3/2012



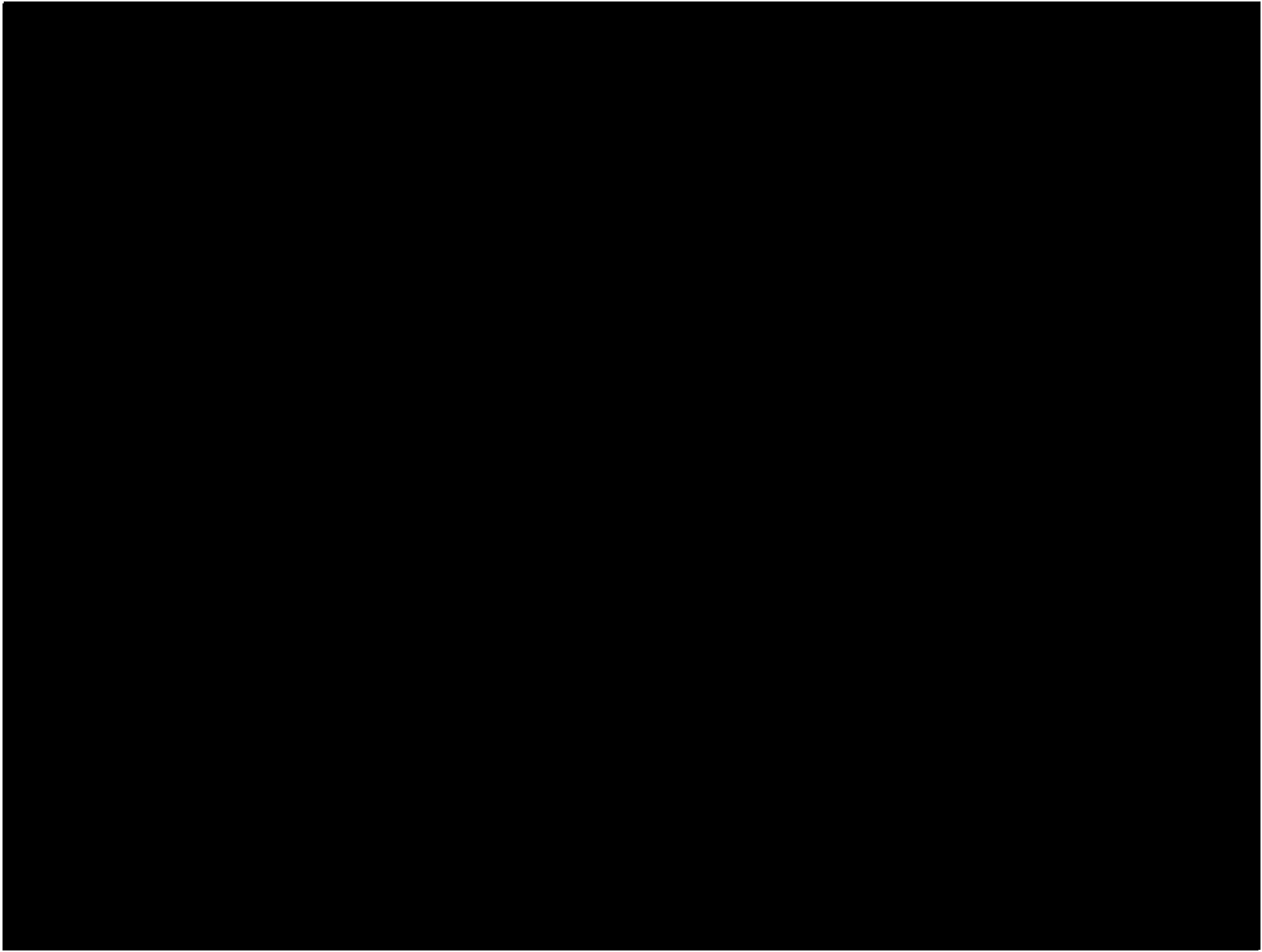
303.11

10/3/2012



303.12

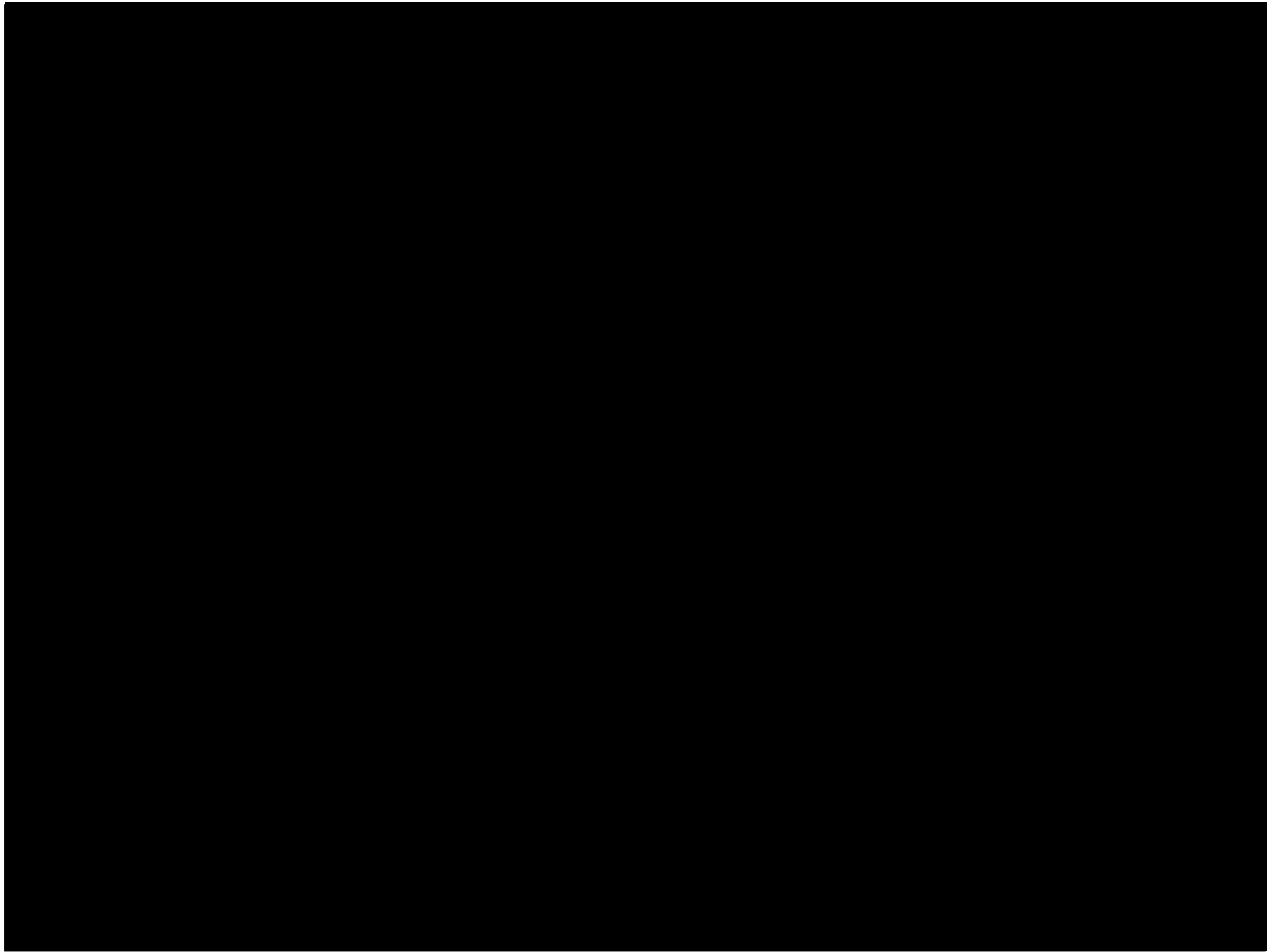
10/3/2012



303.13

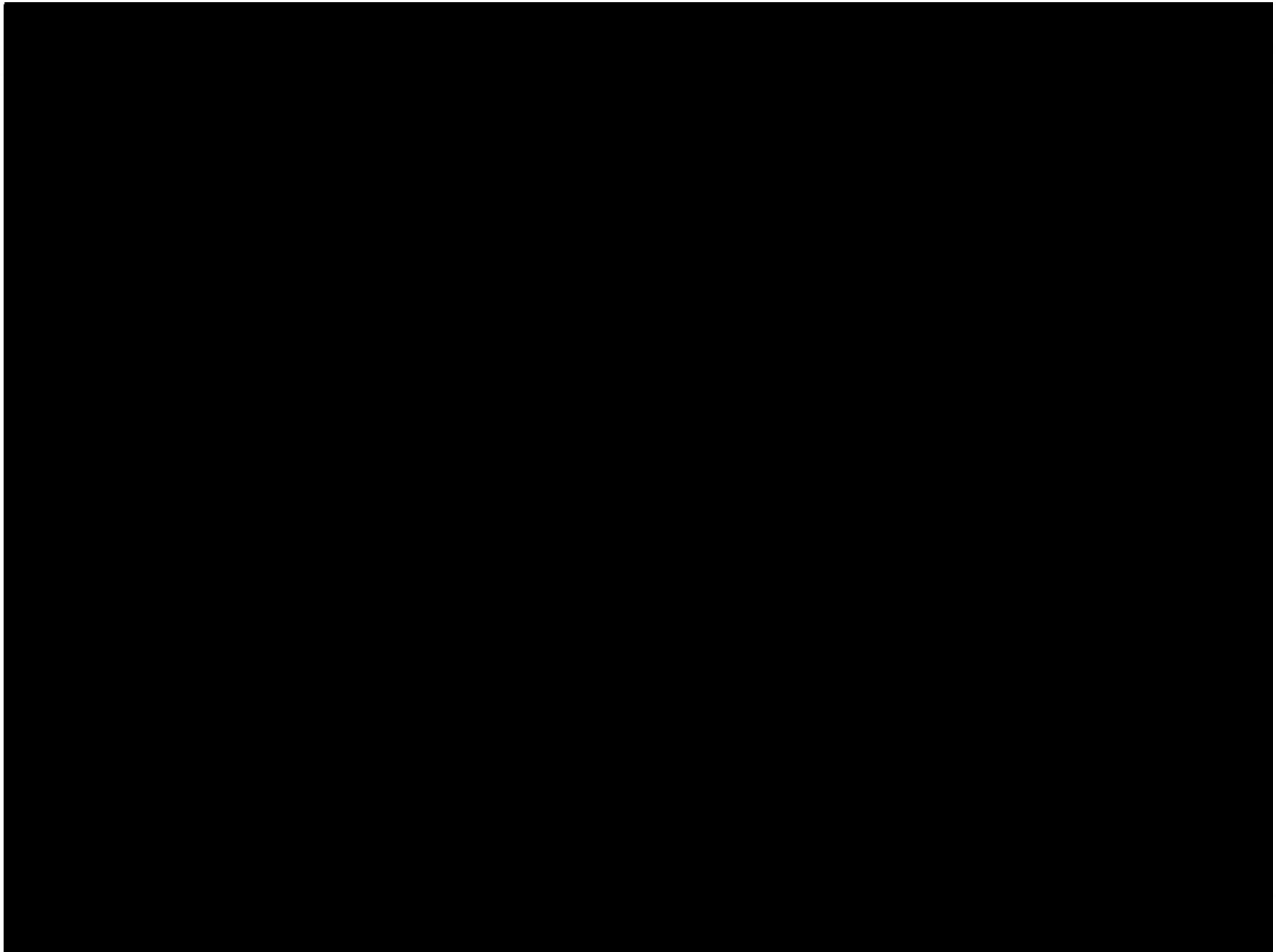
10/3/2012

303.14



10/3/2012

303.15





Q1 EMEA Overview

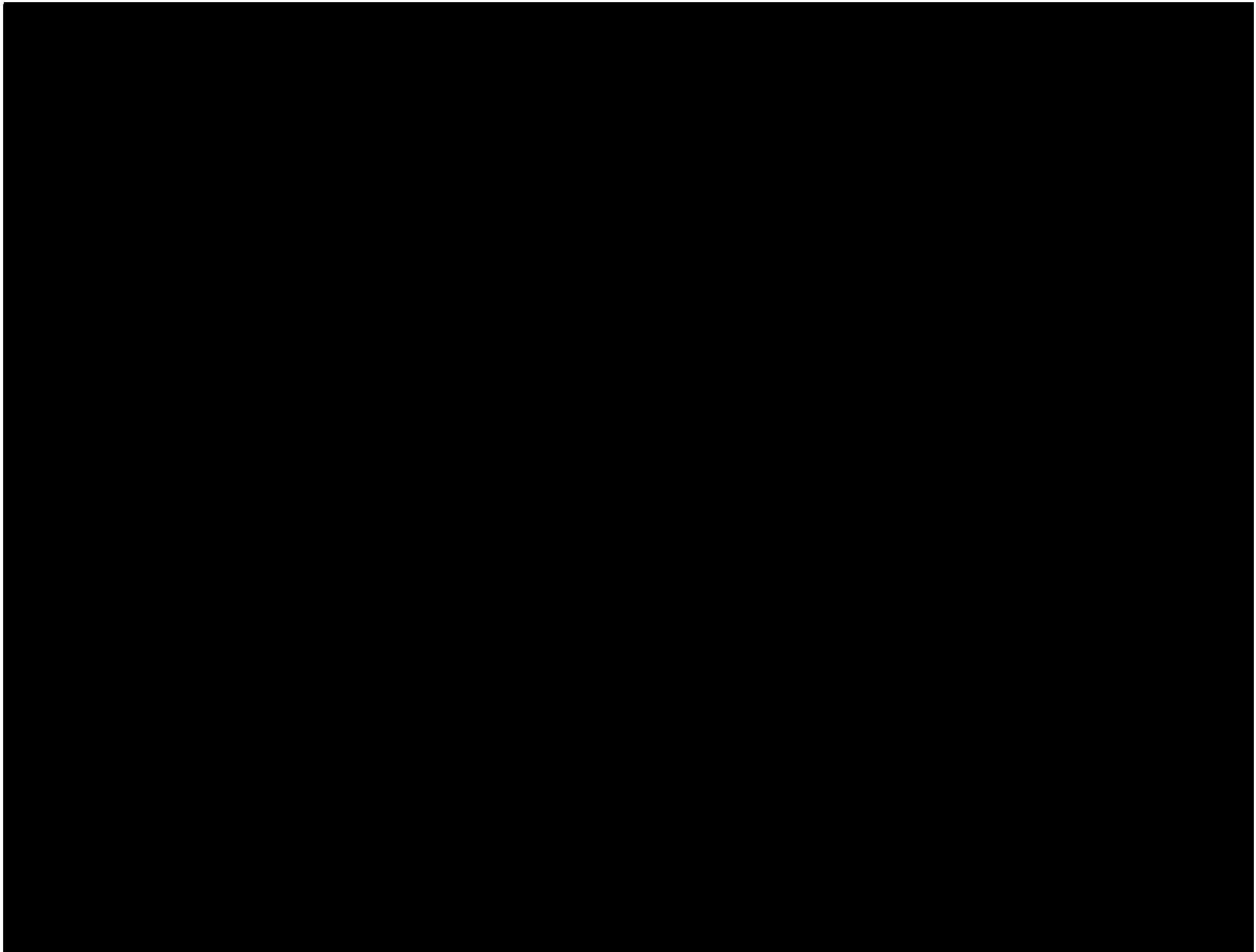
Copyright 2008 Adobe Systems Incorporated. All rights reserved.

14

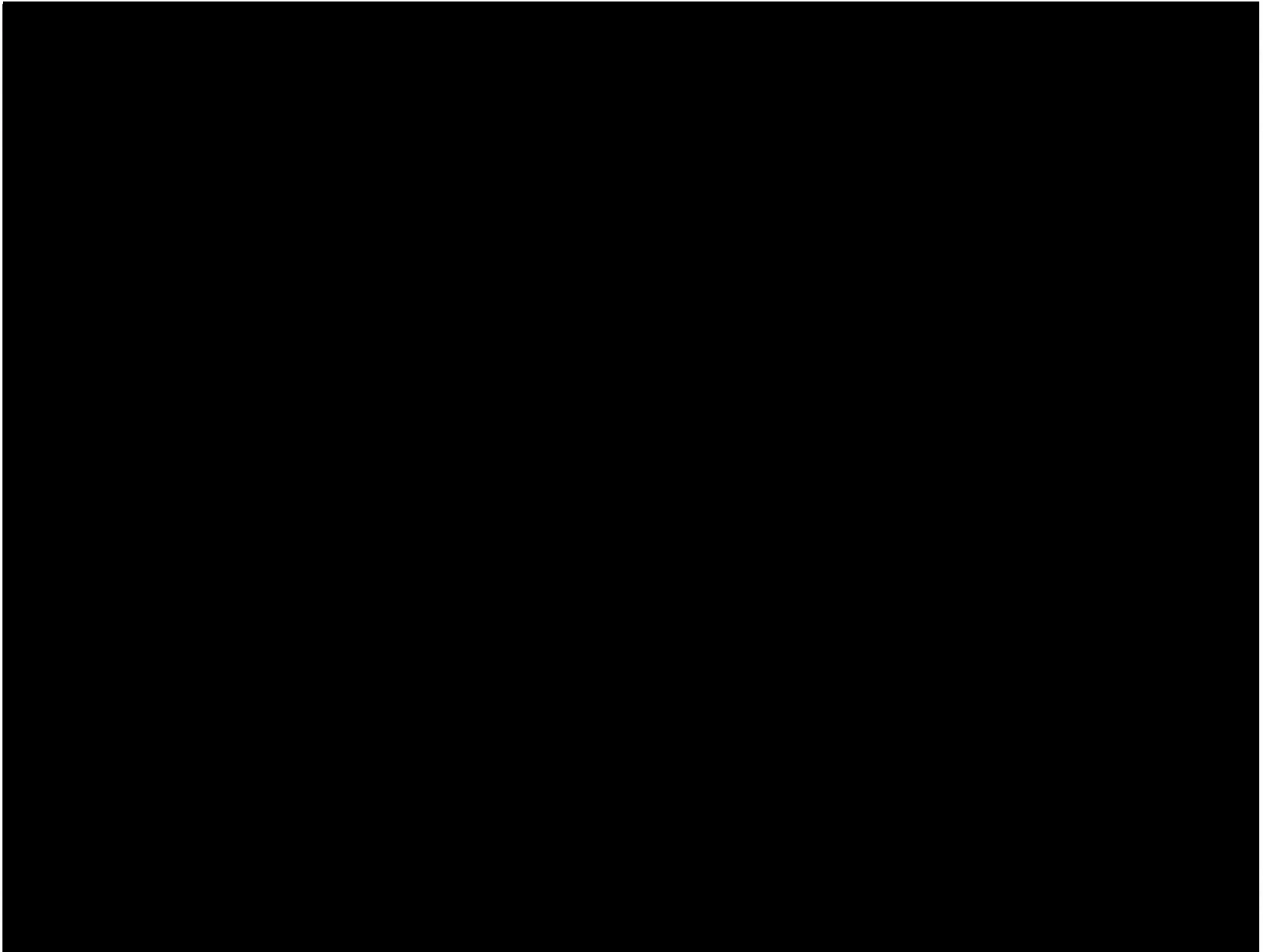


303.14

10/3/2012



303.17



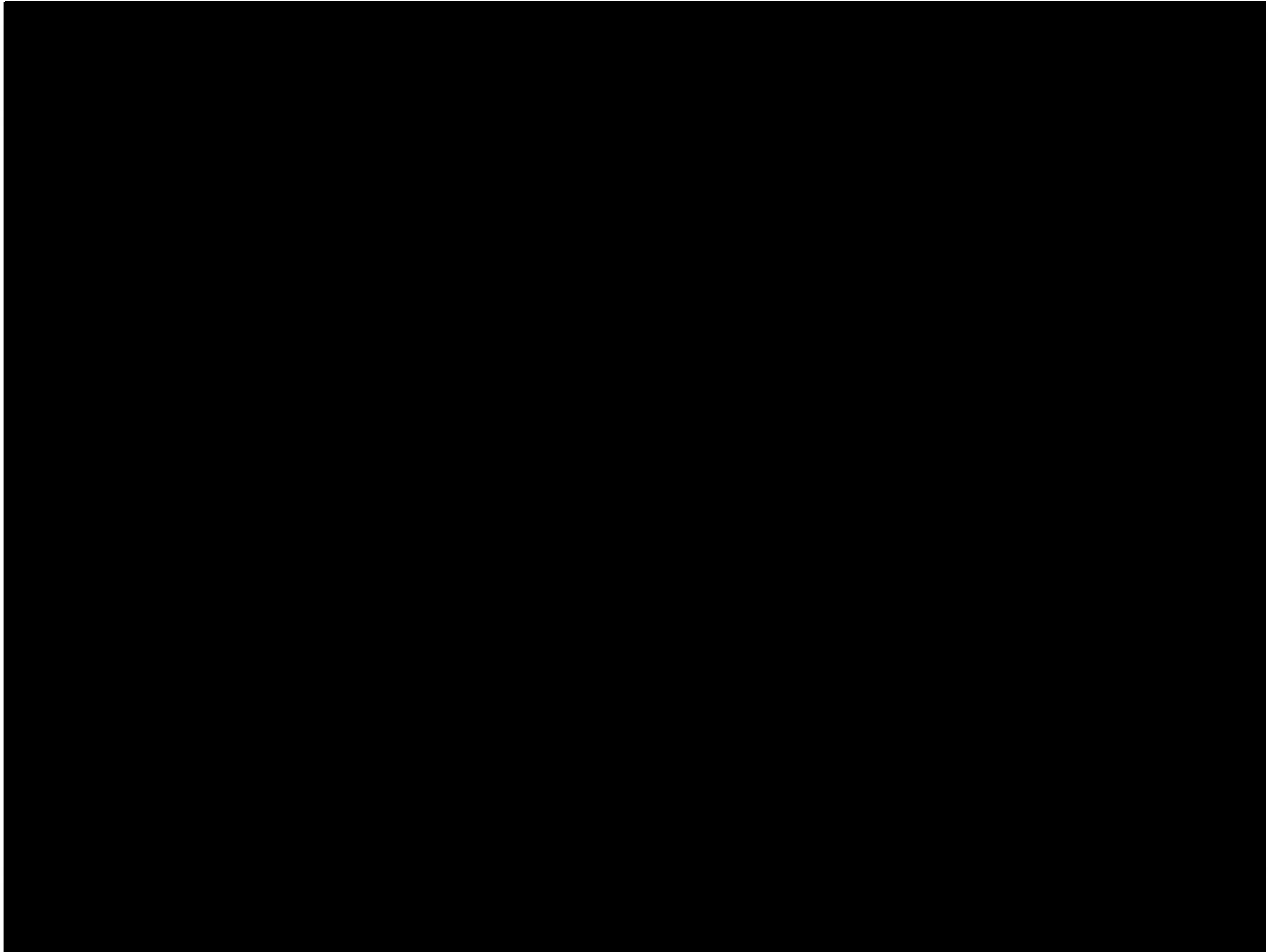
303.18

Candidate & Hiring Manager Experience Survey Q1-FY09 Results



30319

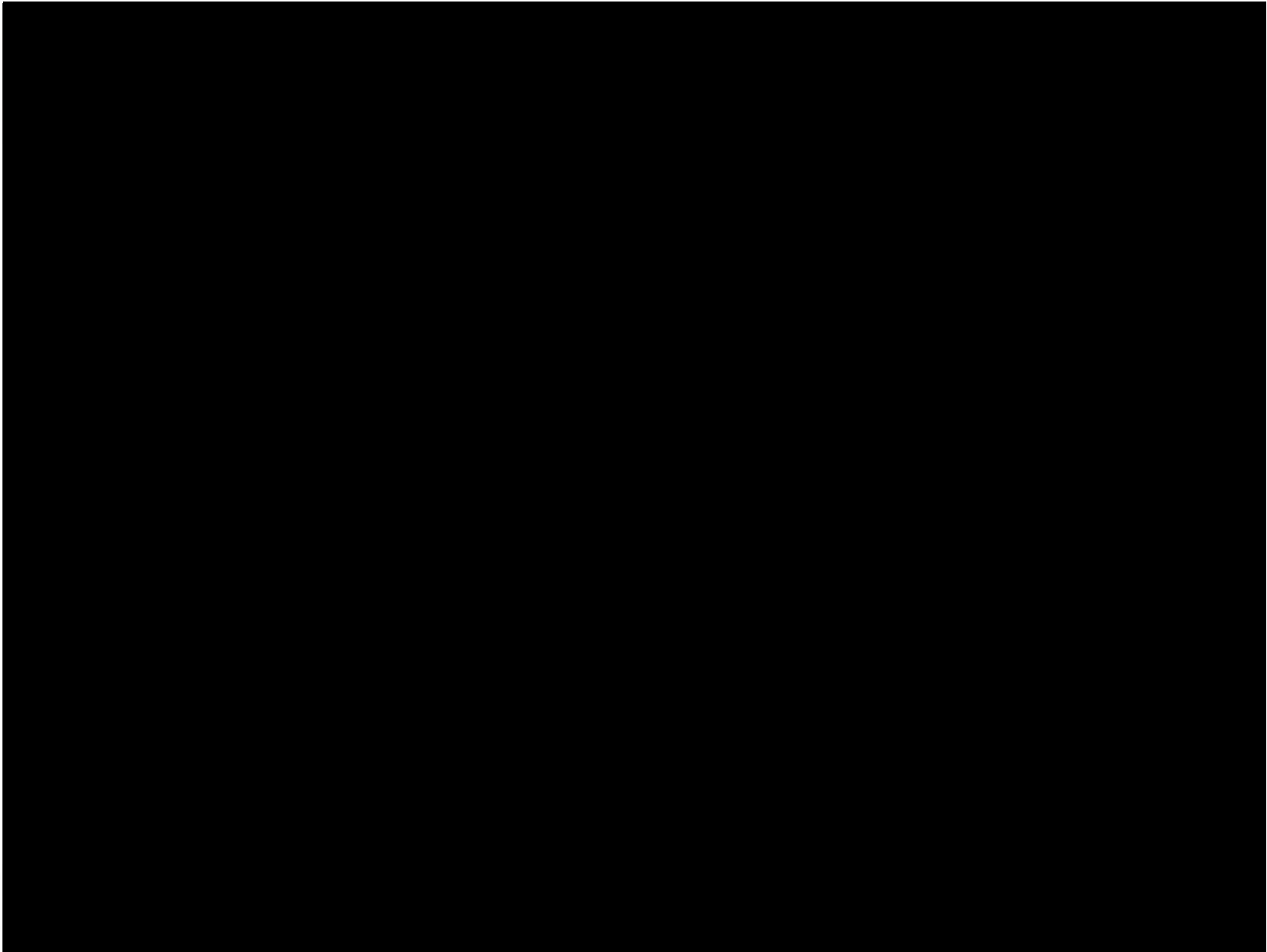
10/3/2012



303.20

10/3/2012

303.21



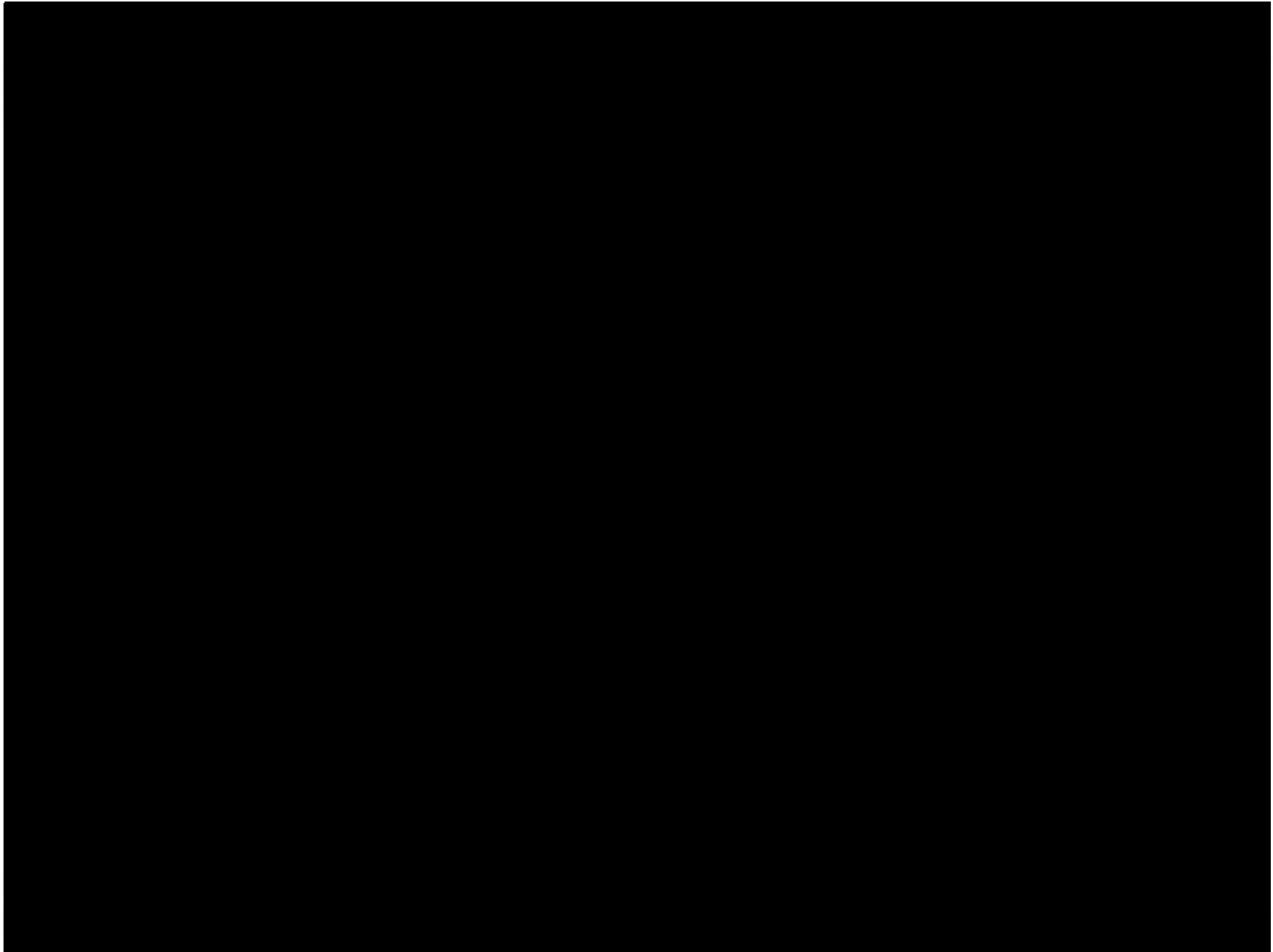
10/3/2012



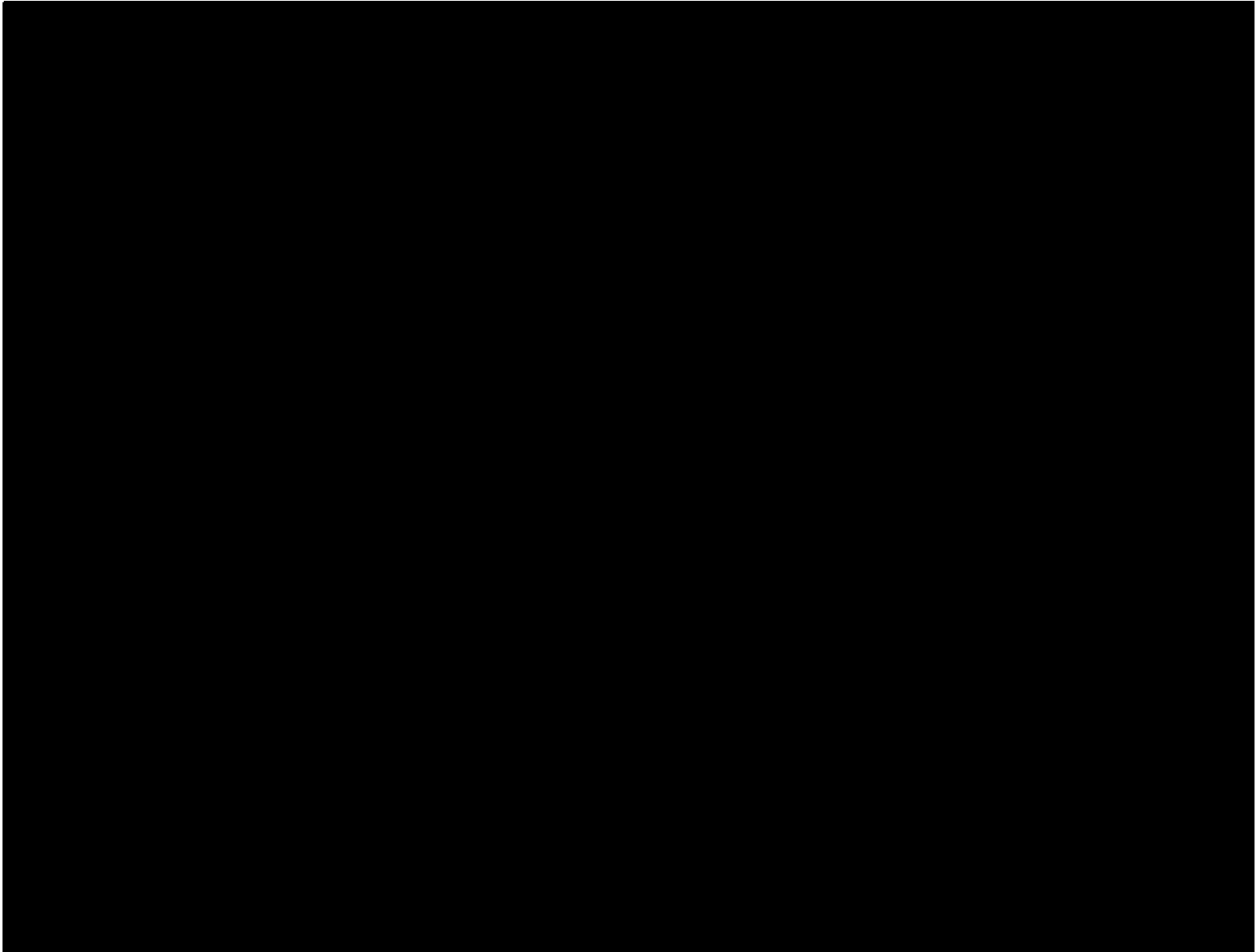
303.22

10/3/2012

303.23

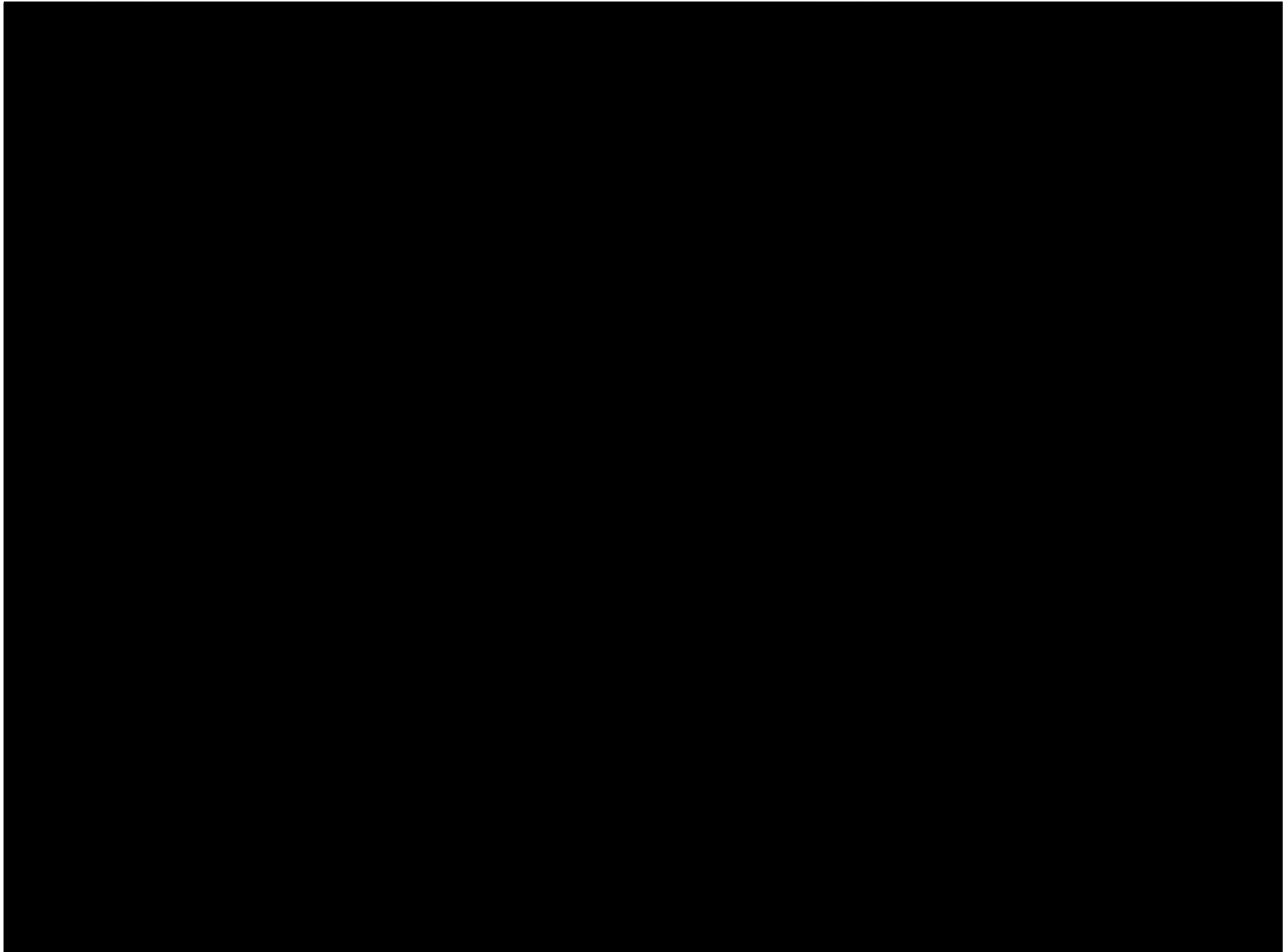


10/3/2012

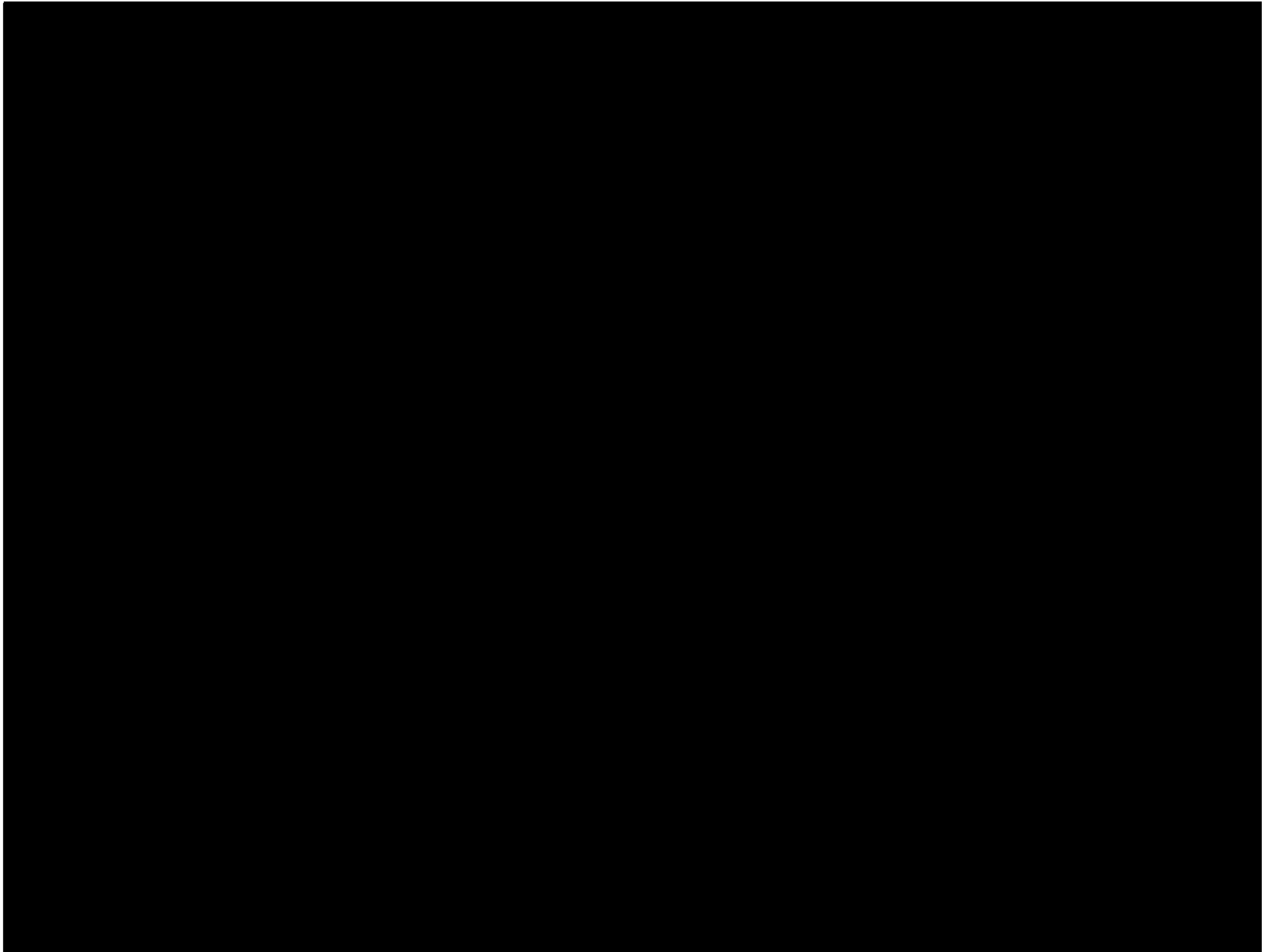


303.24

10/3/2012

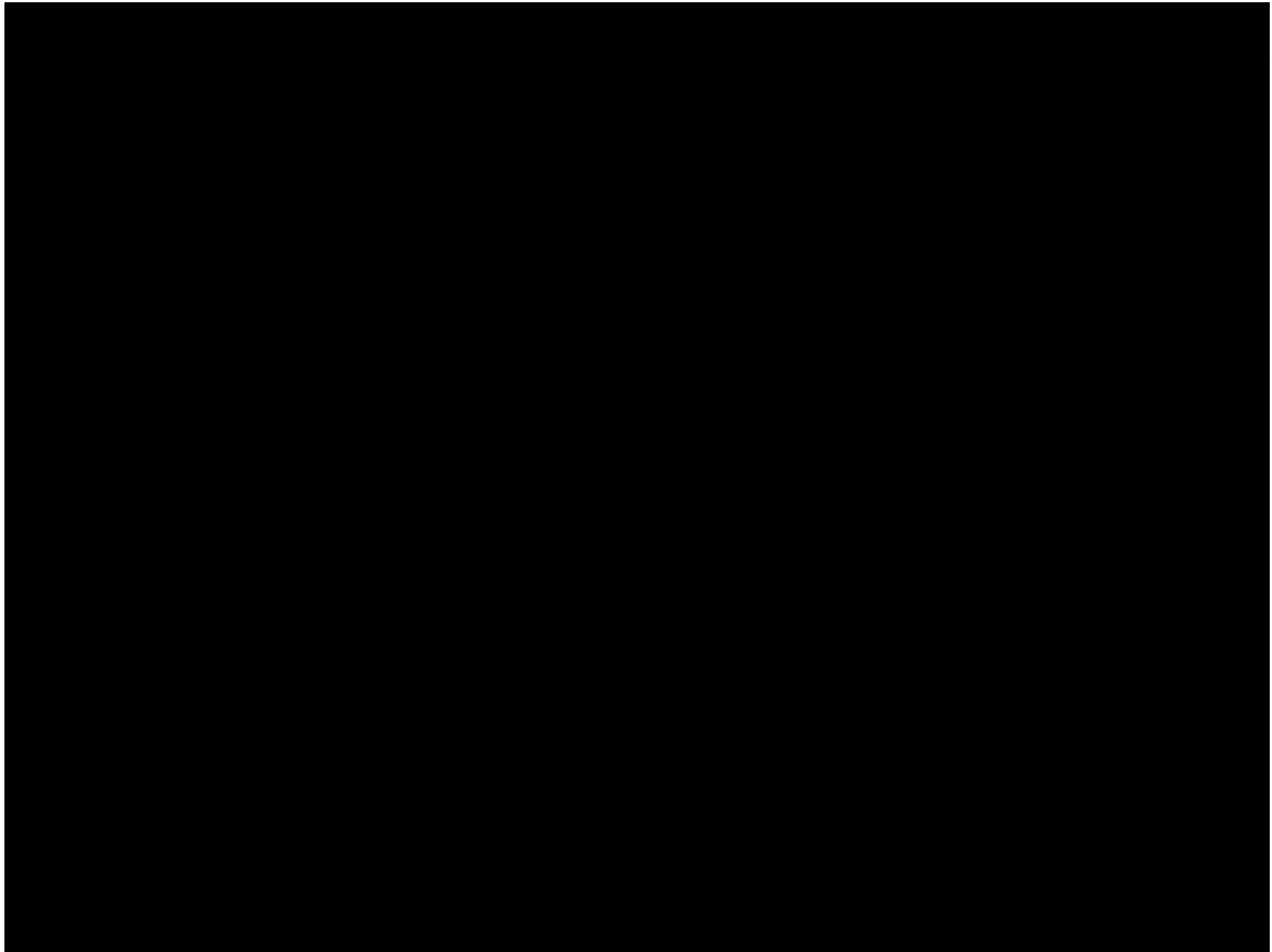


303.25



303.24

10/3/2012

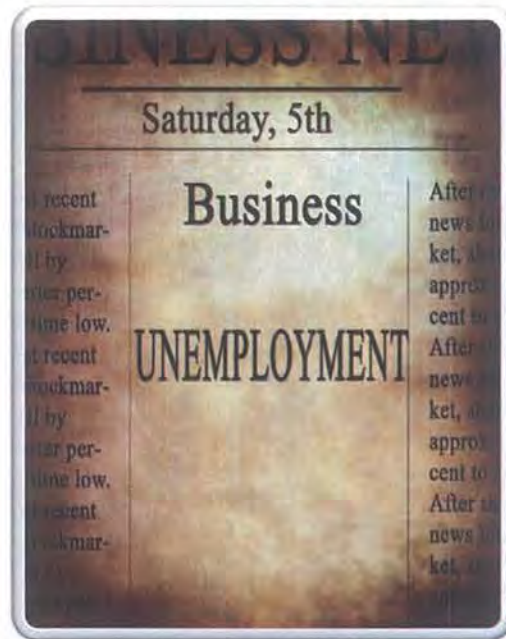


303.27



303.28

Talent Trends



**The worsening
global economy,
growing
unemployment...**

**What should we be
doing differently?**

303.29

Three Pillars of Wealth

Wages



Real Estate

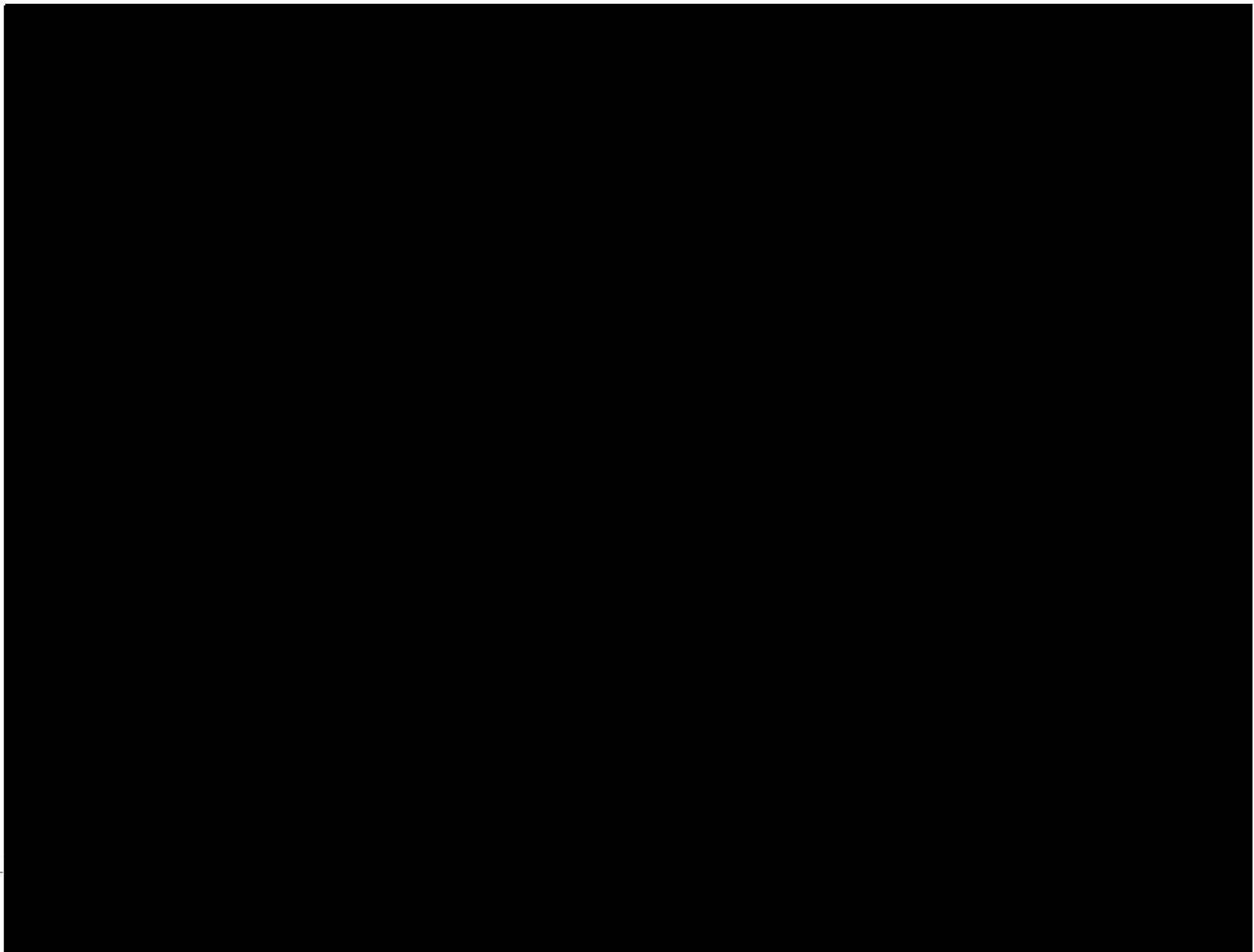


Retirement



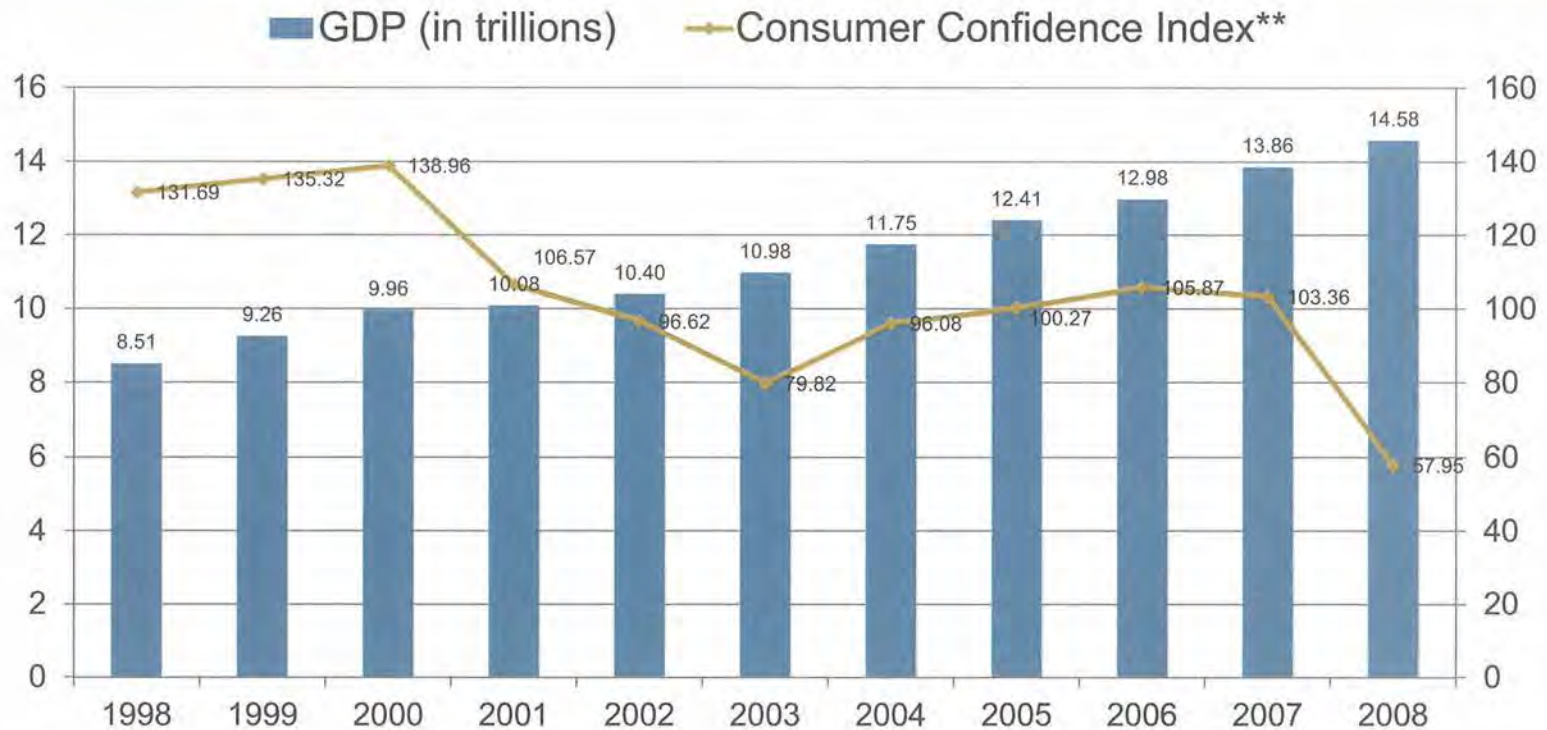
303.30

10/3/2012



303.31

United States: GDP vs. Consumer Confidence*



*The U.S. Consumer Confidence Index (CCI) is an indicator designed to measure consumer confidence, which is defined as the degree of optimism on the state of the economy that consumers are expressing through their activities of savings and spending. In the United States consumer confidence is issued monthly by The Conference Board, an independent economic research organization, and is based on 5,000 households.

**The Consumer Confidence Index was started in 1967 and is benchmarked to 1985=100. This year was chosen because it was neither a peak nor a trough.

Copyright 2008 Adobe Systems Incorporated. All rights reserved.



Unemployment Defined

How is estimated US unemployment calculated?

- For US, Bureau of Labor Statistic (BLS) surveys a sample of 60,000 households.
- Unemployment rate is the % of labor force that is unemployed, based on the following:
 1. People with jobs are employed.
 2. People who are jobless, looking for jobs, and available for work are unemployed.
 3. People who are neither employed nor unemployed are not in the labor force.
 4. Persons with no previous work experience and persons whose last job was in the Armed Forces are included in the unemployed total.
- BLS still counts people as employed if they are working part-time, but the number who have been forced into that status because of slack economic conditions has ballooned nearly 70% in the past year.

How is 'real or actual' unemployment calculated?

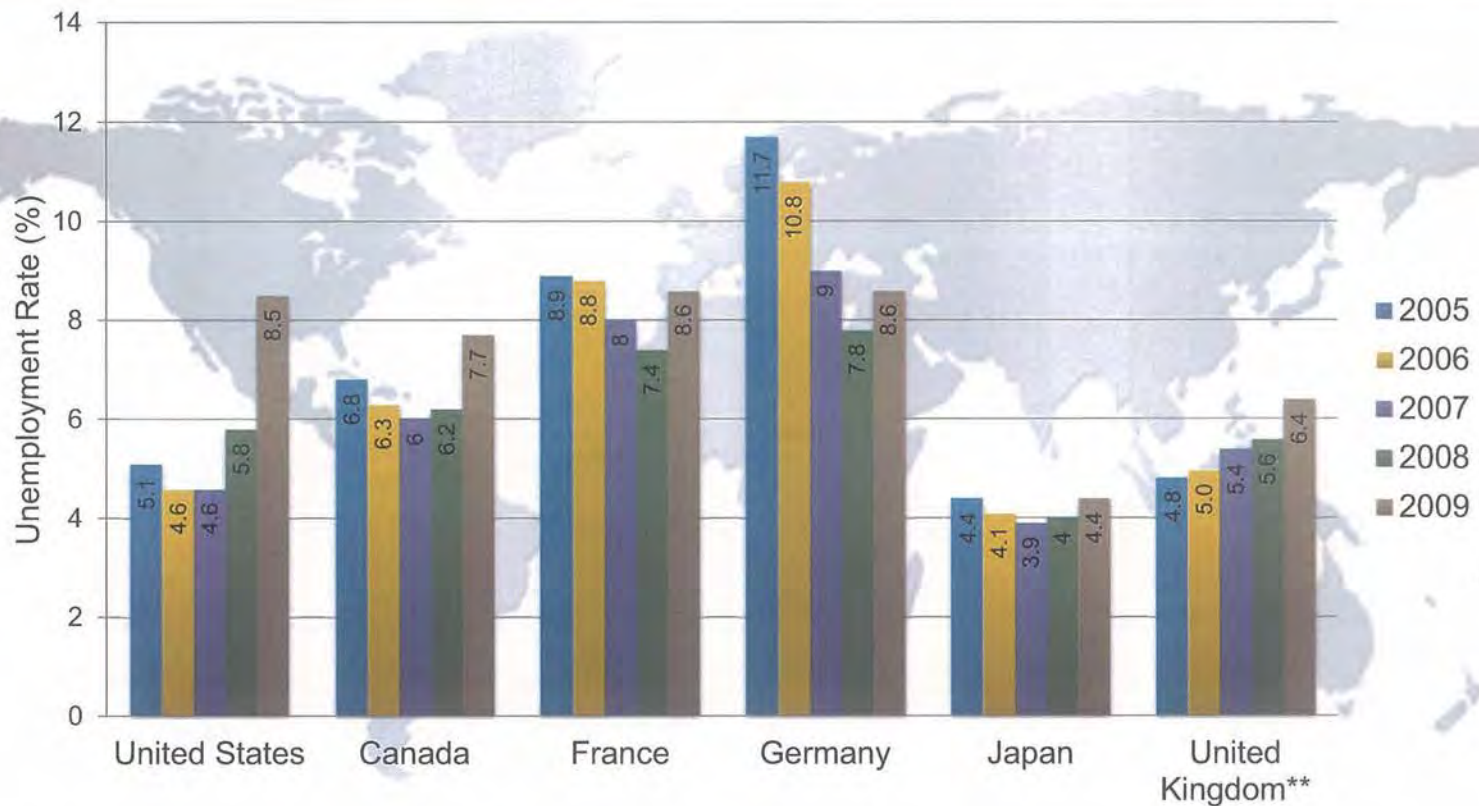
- Includes official unemployment rate (8.5%) plus the "underemployed"
- In the case of underemployment, a person is working.

For example:

1. High skill levels in low-wage jobs that do not require such abilities, e.g. medical doctor driving a cab
2. "Involuntary" part-time workers who want full-time work

$$\begin{array}{r}
 \text{Unemployment \%} \\
 + \\
 \text{Underemployment \%} \\
 = \\
 \text{estimated at 15.6\%}
 \end{array}$$

Global Unemployment Rates*: Mature Markets



*2005 – 2008 figures are annual; 2009 figures for US & Germany are for March, while Canada, France & Japan are for February

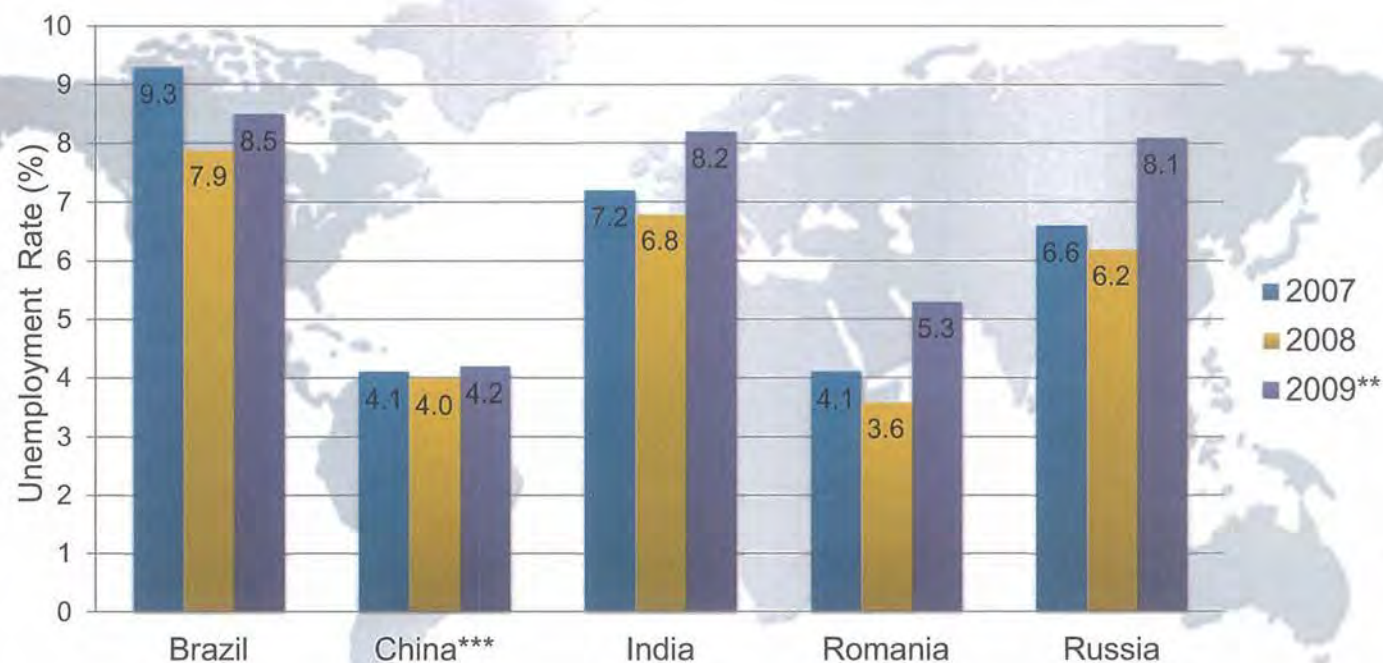
**all UK data – seasonally adjusted monthly data based on three month rolling averages

Source: BLS, Statistics Canada, Bloomberg, Reuters, eStat Japan, ONS UK

Copyright 2008 Adobe Systems Incorporated. All rights reserved.



Global Unemployment Rates*: Emerging Markets



*The International Labour Organization oversees global labor standards. However, many of these standards are not applied in the gathering of statistical labor data currently available on emerging markets.

** 2007 & 2008 figures are annual, 2009 figures are for the month of February

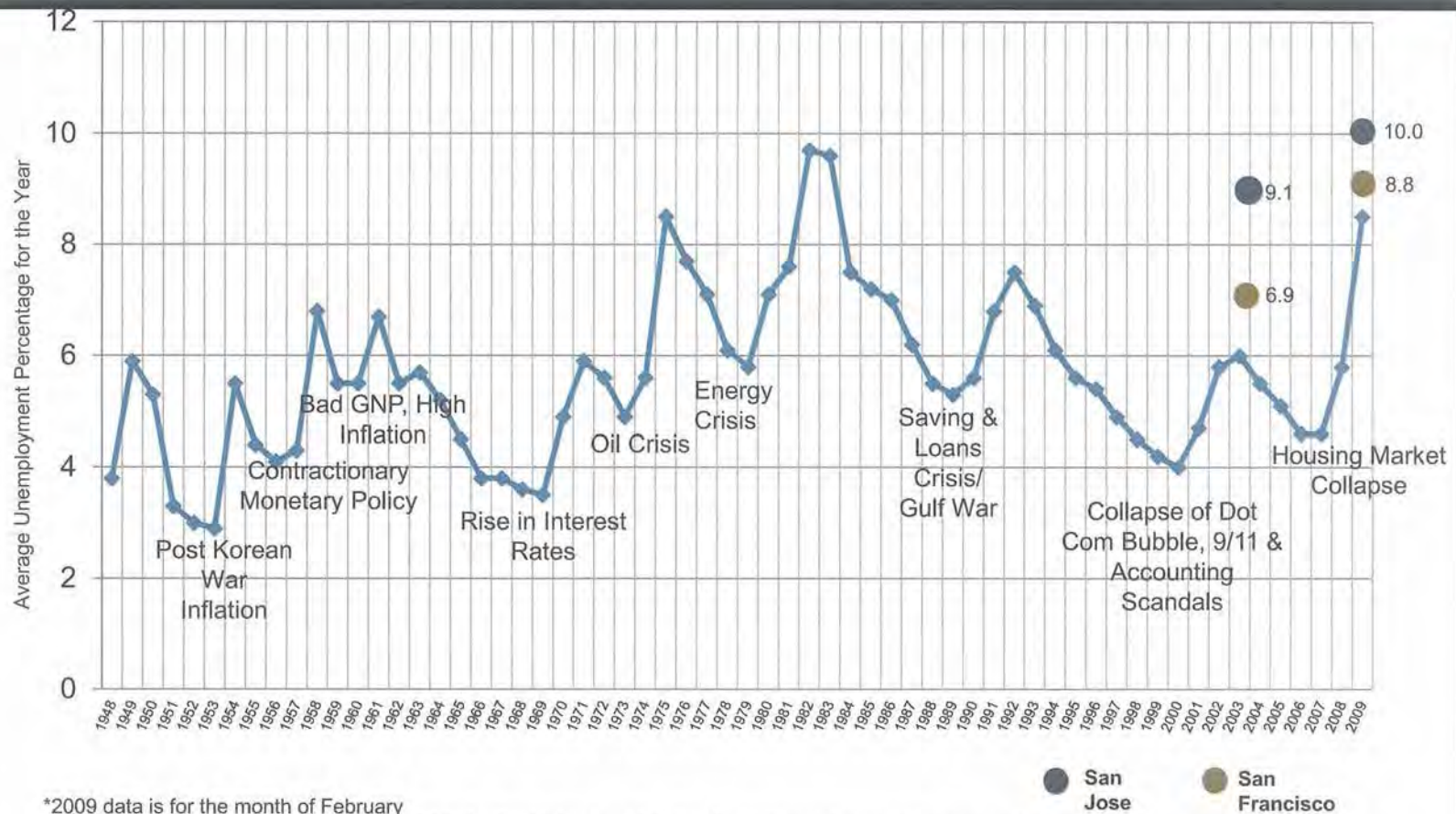
***For China, 4.2% officially in urban areas, but including migrants may be as high as 9.4%; substantial unemployment and underemployment in rural areas.

Source: CIA WorldFactbook, ILO, Worldfocus

Copyright 2008 Adobe Systems Incorporated. All rights reserved.



Historical U.S. Unemployment Rates Post WWII*



*2009 data is for the month of February

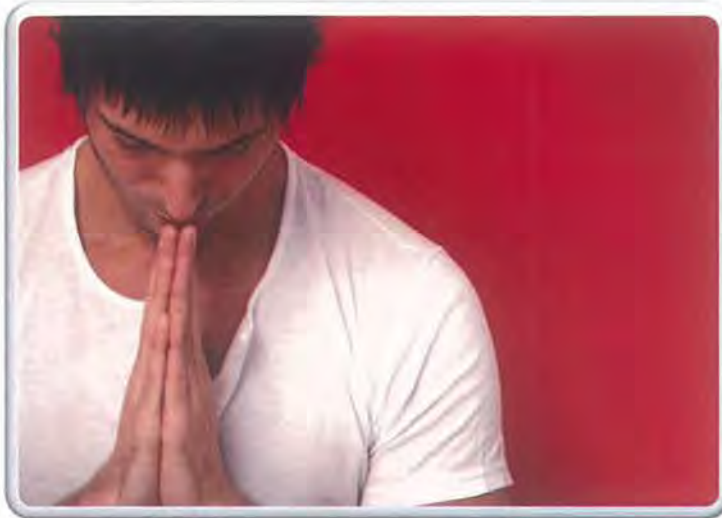
**All Bay Area unemployment rates available for the highest peak in the 4 most recent recessions are posted accordingly

Source: Bureau of Labor Statistics & Recession.org

Copyright 2008 Adobe Systems Incorporated. All rights reserved.



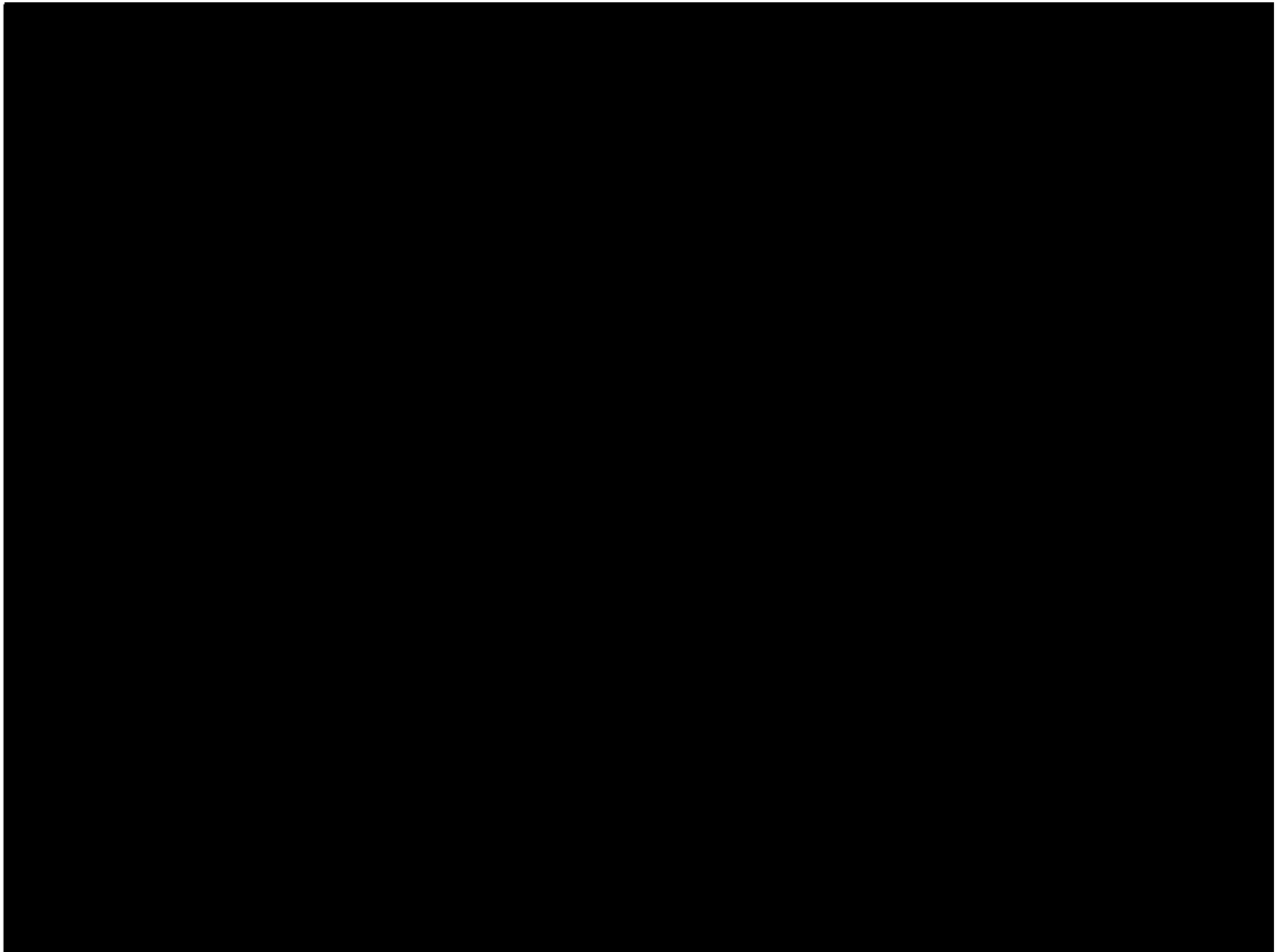
Silver Lining – So much bad news can be good news.



- In the stock market, **capitulation** is associated with "giving up" any previous gains in stock price as investors sell equities in an effort to get out of the market and into less risky investments.
- True capitulation involves extremely high volume and sharp declines. It usually is indicated by panic selling.
- Suggests that during these times stronger companies will get even stronger and weaker companies will either be acquired or will become irrelevant

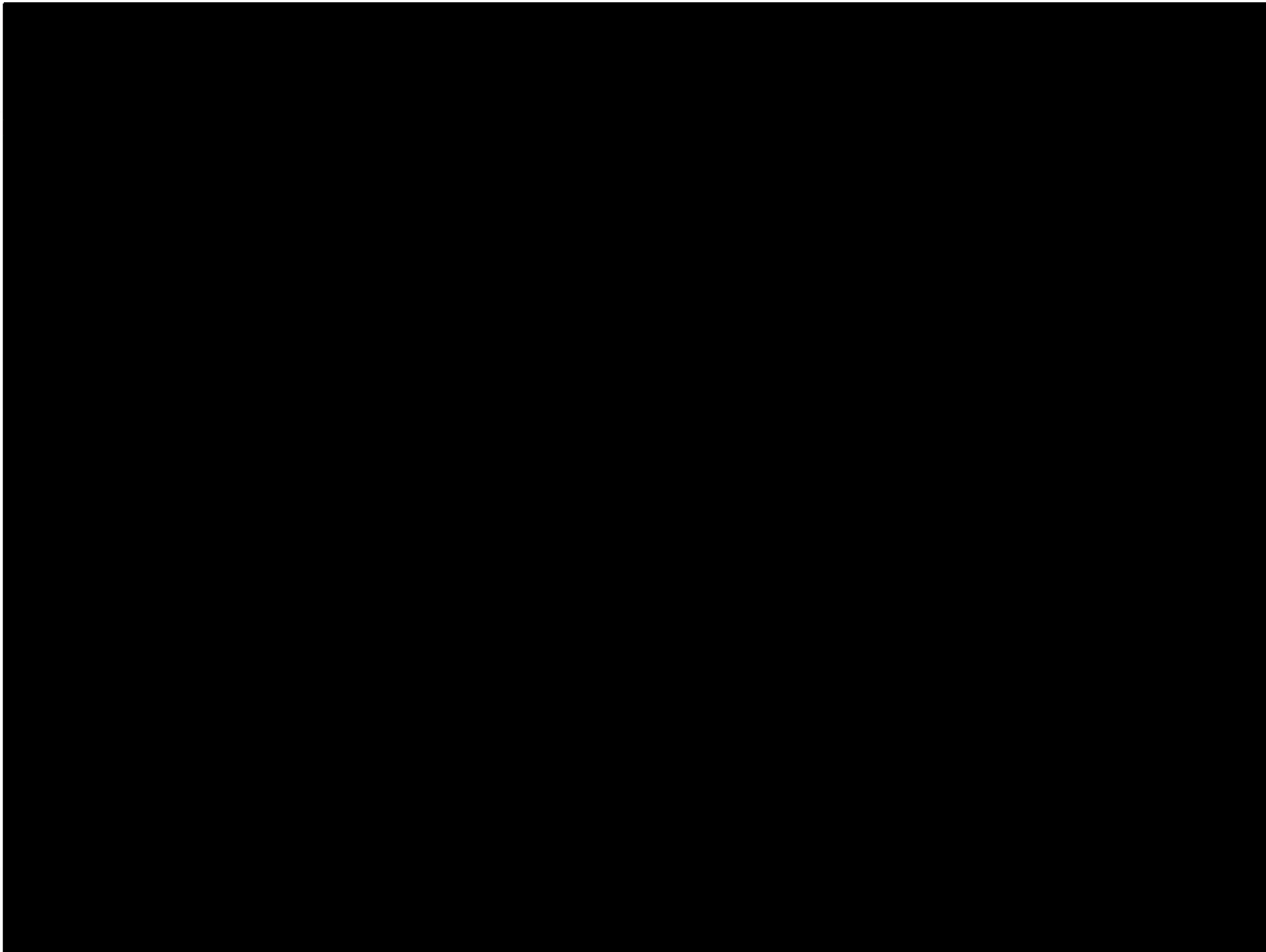
Capitulation implies a "bottom" has been found and there is upside from here.

Source: Forbes Investopedia



303.38

10/3/2012



303.39

10/3/2012

303.40